

# Planning Guide







## Planning Guide

This section offers step-by-step suggestions for planning and carrying out effective eye health promotion activities and public education projects. The planning guide will help you identify what you already know about the eye health needs in your community, and what you need to know. It will help you develop a plan with measurable outcomes, work with partnering organizations, get your message out to your target audience, and plan for future projects. Following these steps, whether you conduct a one-time special event, or a longer term comprehensive or ongoing program, will help ensure your success. Several ideas and examples of actual programs are given in the next section. Many more program outlines are available for review at [www.healthyvision2010.org/](http://www.healthyvision2010.org/), where you can add your program description once it is underway.

The basic steps outlined in this section are—

- ❖ Plan Your Approach
- ❖ Identify Eye Health Needs in Your Community
- ❖ Choose Your Healthy Vision 2010 Objective
- ❖ Learn About Your Target Audience
- ❖ Look at Other Projects
- ❖ Develop a Plan
- ❖ Develop a Key Message
- ❖ Choose Community Activities
- ❖ Assess Your Resources
- ❖ Develop a Budget
- ❖ Develop a Timeline
- ❖ Implement Your Plan
- ❖ Measure Your Success
- ❖ Apply Lessons Learned

## Plan Your Approach

Successful community-based programs come in all forms. Whatever your approach, you do not have to start from scratch. Deciding in advance what level of involvement you and/or your organization are willing to commit will determine how in-depth your planning will need to be to ensure your success.

Some research will help you learn about the needs in your community, find the Healthy Vision 2010 objective that relates to those needs, and decide how you can help. The scope of your plan, compared with existing resources, will determine the additional resources you will need and the amount of planning required.

Suggested activities for different groups begin on page 44 in this section, and each of the Healthy Vision 2010 Handbooks (see page 6) has more specific activities related to each objective. The following are three samples of approaches your program or activity can take:

### Start something

Start a program within your own organization, company, or association.

- ❖ Distribute the Healthy Vision 2010 brochure that best applies to your group or environment.
- ❖ Provide incentives for people in your organization to make vision a health priority.
- ❖ Print one of the Healthy Vision 2010 public service announcements (PSAs) in your newsletter or listserve announcement.
- ❖ Put a link to the Healthy Vision 2010 Website on your Intranet or Website.

### Team up

You can work with an existing program to find vision services for the children and families of people within your organization, or support another group with their vision needs or program.

- ❖ Team with an organization that provides vision screenings and eyeglasses and that will provide services for your group or organization.
- ❖ Sponsor the activities of an organization that provides services to a disadvantaged population in your community.
- ❖ Invite a local organization that provides vision services to host a booth at your event free of charge.

- ❖ Donate printing, accounting, advertising space, or another service to support Healthy Vision 2010 activities in your community.

## Take the lead

Create a network of companies and organizations that will work together to sponsor activities that meet the needs of their own organization and/or others in their community.

- ❖ Focus on one Healthy Vision 2010 concern in your community and involve individuals, groups, organizations, and businesses to help address that concern.
- ❖ Encourage individuals, groups, organizations, and businesses to take action to address the Healthy Vision 2010 objective most appropriate to their environment.
- ❖ Identify an annual observance, day, week, or month to raise awareness about making vision a health priority, such as tying into Healthy Vision Month in May.

## Identify Eye Health Needs in Your Community

Gather information about the needs within the scope of your approach—your business or organization, the organization you are teaming with, or your community. This information will be the foundation of a successful program and will help you understand the needs, information channels, and barriers to healthy vision among your target audience. Based on this information, you can better identify partnership opportunities, set goals and objectives, determine the resources needed, plan and implement your program, measure your success, and plan for future activities.

## Use the Healthy Vision 2010 Objectives

You may already be aware of an eye health concern in your community because of your personal experience. Your child's vision problem may have gone undetected, affecting his grades in school or relationships with classmates, and you want to prevent this from happening to others. Perhaps someone in your family has an eye disease or vision loss, and you truly appreciate the importance of preventing vision loss and blindness. Knowing how widespread the problem is in your community will help you find likeminded individuals and organizations, and will encourage others to help you achieve your objective.

## Ask questions

If you are not already aware of a need in your community that requires attention, here are some sample questions you may want to answer to help identify a Healthy Vision 2010 objective:

- ❖ Do people in our community have timely comprehensive dilated eye exams? Are people at higher risk for eye diseases aware of the importance of early detection and timely treatment to help protect their vision? Are populations at risk aware that these important eye exams may be covered by Medicare? How can we reach them with this information? (Objective 28-1: Dilated eye examinations)
- ❖ Do children in our community get vision screenings before they reach the first grade and at other appropriate times? Are certain population groups or geographic areas underserved? What prevents children from getting the recommended screenings? How can our community improve screening levels? (Objective 28-2: Vision screening for children)
- ❖ What can be done in our community to make sure people get prescriptive contact lenses or eyeglasses to correct refractive errors like nearsightedness? (Objective 28-3: Impairment due to refractive errors)
- ❖ How many children and adolescents are visually impaired? How can visual impairment be reduced among these groups in our community? Who are their caregivers? Where and how can they receive low-cost eye exams, treatment, or prescription eyeglasses? (Objective 28-4: Impairment in children and adolescents)
- ❖ How many people in our community have diabetes and are at risk for diabetic retinopathy? How can visual impairment due to diabetic retinopathy be reduced in our community? Are there diabetes programs that could include a vision component in their patient education? (Objective 28-5: Impairment due to diabetic retinopathy)
- ❖ How many people in our community are at risk for glaucoma? How can visual impairment due to glaucoma be reduced in our community? Are people aware of the Medicare benefit that covers dilated eye exams for people with a family history of glaucoma? (Objective 28-6: Impairment due to glaucoma)



- ❖ How many people in our community are at risk for cataract? How can visual impairment due to cataract be reduced in our community? Do older people in our community know that there is treatment for cataract? (Objective 28-7: Impairment due to cataract)
- ❖ Does our community have a large number of workers whose vision is at risk on the job? Do employers make protective eyewear available through their company health care service? (Objective 28-8: Occupational eye injury)
- ❖ Do adults and children in our community use protective eyewear for sports or while working in the yard, workshop, or garage? Does our recreation department require protective eyewear in their sports programs? (Objective 28-9: Protective eyewear)
- ❖ How many people in our community could benefit from vision rehabilitation services, adaptive devices, or visual devices? Are there gathering places where people could learn more about these devices and services? (Objective 28-10: Vision rehabilitation services and devices).

## Find Answers

Finding answers to these questions is the beginning of developing contacts and ideas for your plan. Use the contact form on the following page to keep track of your activities. You probably won't need to complete the entire form during your first call, but get as much information as you can. This information will be helpful in locating organizations that will support your activities at other stages in your plan.

- ❖ Contact your local health department, social service agency, parks and recreation commission, or planning agency to find out about programs and vision problems in your community.
- ❖ Ask schools whether they have information about the number of children and adolescents who have had vision screenings, and about programs that are available.
- ❖ Check with volunteer and advocacy organizations that have target audiences in common with your project's focus, such as the local office of the American Diabetes Association or your area Agency on Aging. A diabetes program could include a diabetic eye disease program. Groups that serve older Americans could help identify people who need eye exams or rehabilitation services.
- ❖ Find out if your community has a Healthy People 2010 plan or program where you could introduce a Healthy Vision 2010 program.

Contact Form

Contact Name & Title	Organization	Committee Position Proposed*	Phone & Fax	Address/E-mail	Next Steps	Notes (org. description, audience served, reach, resources)



- ❖ Visit [www.healthyvision2010.org/](http://www.healthyvision2010.org/) for links to sites where you can learn what is available in your community.

Ask each person or organization you contact to suggest other contacts. For example, the health department staff might suggest some local charitable and cultural organizations you could contact. Here are some other ideas for making contacts:

- ❖ Local or state affiliates of national organizations like Lighthouse International and the Lions Club. (See a list of organizations involved with Healthy Vision 2010 at [www.healthyvision2010.org/](http://www.healthyvision2010.org/).)
- ❖ Health education departments of local hospitals, clinics, and health maintenance organizations (HMOs).
- ❖ Local or state chapters of health professional organizations, such as the National Association of School Nurses, the American Academy of Ophthalmology, and the American Optometric Association.
- ❖ Local libraries, colleges, and other educational institutions.

## Choose Your Healthy Vision 2010 Objective

Once you have gathered information about the eye health needs in your community, consider which of the Healthy Vision 2010 objectives fit with your findings. Keep in mind that the Healthy Vision 2010 objectives address broad national concerns. You will need to determine which of these national goals applies to your community. Then adapt the national objective so that it more specifically applies to the target audience and meets the needs in your community.



For example, the Healthy Vision 2010 objective that addresses glaucoma is—  
*Reduce visual impairment and blindness due to glaucoma.*

The community objective in the sample below reflects the specific ways in which a community program can adapt that national concern to the local level by doing the research in the Identify Eye Health Needs in Your Community section of this guide:

- ❖ Increase awareness and knowledge of glaucoma among African American women.

- ❖ Increase the number of African American women who make appointments for comprehensive dilated eye exams for their family members age 40 and older.

## Learn About Your Target Audience

Learn more about the target audiences identified in the Healthy Vision 2010 objectives than just statistics. The more you know, the better you can devise possible solutions to the eye health concerns in your community, and the more effectively you can personalize messages, materials, and events and help ensure their success. For a given Healthy Vision 2010 objective, gather information about the target audience for your objective by answering questions such as—

- ❖ How many people are affected?
- ❖ What prevents them from taking steps to protect their vision?
- ❖ What are their values and plans for the future?
- ❖ Whom do they trust to provide health information?
- ❖ Where do they work, gather, shop, worship, and socialize?
- ❖ Where, from whom, and how do they get their health information?
- ❖ Where do they receive health care, and at what cost—both financially and personally (time, convenience, and stress)?
- ❖ What opportunities exist to develop a program that will overcome these barriers to improve the eye health of your community?
- ❖ What benefits and costs would they consider acceptable for making vision a health priority?

Answers to some of the above questions should help you profile your target audience. If you cannot answer these questions, you may need to do more research. For example, you may learn that many Hispanics/Latinos in your community have diabetes and are at risk for diabetic retinopathy. Knowing how many people are affected, where they live and work, and their English-language skills, will help you decide what materials are already available, what you will need to develop, how many you will need, and where they should be made available.

More information about who is affected by each objective is available from the sources below—

- ❖ Facts About Healthy Vision 2010 section of this Community Action Guide
- ❖ Healthy Vision 2010 Handbooks, each focusing on a different objective (see page 6)
- ❖ The Healthy Vision 2010 Website: [www.healthyvision2010.org/](http://www.healthyvision2010.org/)
- ❖ The National Eye Institute: 1-800-869-2020.

## Look at Other Projects

The Examples of Programs and Ideas for Programs section beginning on page 53 offers some examples of real projects funded by the Healthy Vision 2010 Community Awards Program of the National Eye Institute, and ideas for other projects. Use these to get ideas for your own project and build on others' experiences.

### What comes first?

What comes first? Deciding what is needed? Or deciding how you or your organization can help do what is needed? A plan is a starting point. It should be dynamic and challenging. You can adapt your plan as you learn more about the resources in your community, your target audience, and who and what other organizations are doing in your community. Be flexible. Do what makes sense, fits with your interests and experience, and is likely to work for you. Then build on your success.

This planning guide uses the Healthy Vision 2010 objectives as a framework for your needs assessment research. You could also start from a different point by adding an eye health component to an existing program. Say, for example, you have worked successfully with older adults. You can easily build on this experience in the eye health area. Older Americans are more likely to have glaucoma, diabetic retinopathy, cataract, and low vision. You could address four Healthy Vision 2010 objectives with older Americans as your target audience:

- ❖ 28-5 Reduce visual impairment due to diabetic retinopathy
- ❖ 28-6 Reduce visual impairment due to glaucoma
- ❖ 28-7 Reduce visual impairment due to cataract
- ❖ 28-10 Increase the use of vision rehabilitation services and adaptive devices.

## Develop a Plan

In the previous section, you identified a Healthy Vision 2010 objective that relates to the needs of one or more target populations within your community. In this section, you will learn how to outline a plan that will help you identify opportunities, resources, and activities for addressing the objective you identified. After you share your plan with the others who will work with you, it may be revised to reflect their roles and resources.

The plan for the program you are developing can be as simple as the sample glaucoma plan on the next page. This section includes a brief discussion for developing each component of the community-wide program, based on the sample glaucoma plan. Whatever program or activity you decide to do, the elements in the sample plan provide a good outline for your own program, large or small. They include—

- ❖ Target audience
- ❖ Objectives
- ❖ Key message
- ❖ Activities
- ❖ Materials
- ❖ Resources
- ❖ Groups to involve
- ❖ Budget
- ❖ Timeline
- ❖ Measure your success



## Sample Program Plan for Glaucoma

<b>Target Audience:</b>	African American women ages 40 and older
<b>Objectives:</b>	<p>Help African American women understand the importance of annual comprehensive dilated eye exams for their friends, neighbors, and loved ones who are ages 40 and older.</p> <p>Increase the number of African American women who make appointments for comprehensive dilated eye exams for themselves and their family members who are ages 40 and older.</p>
<b>Key Message:</b>	Don't lose sight of glaucoma. Get a comprehensive dilated eye exam.
<b>Activities:</b>	Distribute NEHEP materials
<b>Community:</b>	<p>Develop and print lists of eye exam sources</p> <p>Make presentations at four sorority meetings</p>
<b>Media:</b>	<p>Appear on two call-in shows on African American-oriented radio programs</p> <p>Place billboards in selected neighborhoods</p> <p>Place bus cards on city buses</p>
<b>Materials:</b>	<p>National Eye Health Education Program (NEHEP) poster</p> <p>NEHEP brochure</p> <p>Resource list—where to get a comprehensive dilated eye exam in our community</p> <p>Radio live-announcer copy</p>
<b>Resources:</b>	<p>Printing</p> <p>Three months' billboard space</p> <p>Billboard design</p> <p>Speakers</p> <p>Service providers</p> <p>Meeting/outreach space</p> <p>Media outreach</p>

**Groups to Involve:****Resource****Providers:**

ABC Printers  
Acme Billboards  
Health care organizations (speakers, services)  
Faith-based community (transportation,  
meeting/outreach space)

**Outreach****Businesses:**

Three largest employers of African American women  
Grocery, drug, and convenience stores in selected  
neighborhoods  
Selected beauty shops

**Organizations:**

Selected faith-based institutions, sororities, and social clubs  
Local affiliates of NEHEP partnership members

**Government  
Agencies:**

Libraries in selected neighborhoods  
Social Security offices

**Health Care  
Providers:**

Local Health Maintenance Organization (HMO)  
Two hospitals with community outreach programs  
Two community health centers

**Measure success:**

Track number of materials distributed  
Track call-in show response  
Track number of comprehensive dilated eye exams  
performed by selected facilities  
Survey patients at selected facilities on knowledge and  
sources of information

**Budget** (see heading in this section)

**Timeline** (see heading in this section)

## Develop a Key Message

Part of developing your key message depends on the approach you are taking, the objective that applies to your program, and your goals. Use a short, well-crafted message to inform your target audience what they should know and do.

For example, if you are developing a diabetic eye disease program, think about using a message like the one the National Eye Institute developed for Healthy Vision Month (May) 2004 that diabetes health educators could add to their self-care message.

If you have diabetes,  
**get a dilated eye exam** and  
keep your health on **TRACK:**

**T**ake medications as prescribed by your doctor.  
**R**each and maintain a healthy weight  
**A**dd physical activity to your daily routine  
**C**ontrol your ABCs (A1C, blood pressure, and cholesterol)  
**K**ick the smoking habit.

**[www.nei.nih.gov/diabetes](http://www.nei.nih.gov/diabetes)**

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES  
National Institutes of Health  
National Eye Institute

In the sample glaucoma plan, the message is—

**"Don't lose sight of glaucoma. Get a comprehensive dilated eye exam."**

If you are starting a new initiative, look at the messages developed by other organizations that are on the Healthy Vision 2010 Website, or use the brochure and newsletter articles in the Healthy Vision 2010 Handbook that apply to your objective to get some ideas.



Identify who, when, and where your audience will be hearing this message to help stimulate other ideas. Bring these ideas to a brainstorming meeting that includes some of the people you contacted earlier, or people in your business. Share your program objectives with them and come up with several ideas. Select a few of the messages to share with members of your target audience.

Some programs work through intermediaries. An intermediary is the person who is in direct contact with your target audience. Intermediaries can be parents who can convey messages to their children, married couples, coaches, health care providers, or recreation directors. If you are asking people to pass this message along to your target audience, find out how they feel about the message. If they are not comfortable with the message, they are less likely to pass it on.

Getting feedback from your target audience before you develop your materials is called pretesting your message. It helps to ensure that your message will appeal to the target audience and that it will be passed along, understood, and acted upon. Pretesting can be as simple as gathering a group that is representative of your target audience from your office, recreation center, health center, or school. If you have the time and the money, you can hire a professional focus-testing provider to do this for you. Be prepared to revise the messages one or more times until the message is clear and appealing to your target audience and is comfortable for the intermediaries. For example, "Get a comprehensive dilated eye exam," may not be appealing to a person without insurance or other means to pay for the exam. Maybe your message would be more effective if it said, "Ask about free eye exams for people at risk." Using this message requires that your program plan include a way for this to happen, of course.

## Choose Community Activities

Here is where you define exactly what you are going to do to accomplish your objective. Later on, these activities will be put into a timeline and a budget to determine when your activities will take place, and how much it will cost. Some of these tasks were already considered when you were developing your message. Now is the time to get specific.

Knowing, learning, and applying what you know about your target audience in developing your plan will help you to devise innovative ways to get your message out where you can motivate people to take action.





Some questions to ask for deciding what activities will resonate with your target audience include—

- ❖ Who is your audience—the public, intermediaries, or specific persons?
- ❖ What do they read?
- ❖ Where do they shop?
- ❖ What local activities does your target population enjoy?
- ❖ Where does your target audience do their regular car repairs or buy auto parts to repair their own cars?

## Media Activities

A media guide begins on page 65 of this Community Action Guide. The media guide will assist you in working with the media to increase the visibility of your program and aid in its success. Your program plan should include media activities that you feel will best reach your target audience.

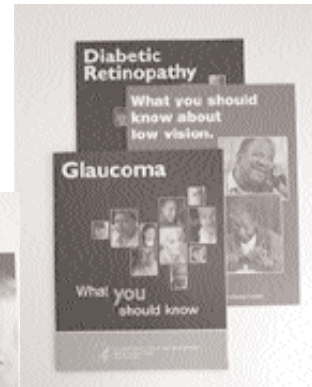


## Materials

Suppose you have learned in your research that most of the eye injuries in your community occur in manufacturing facilities. Think about the places this audience and their intermediaries work, worship, socialize, and/or obtain health care information. In this case, you may want to talk to the eye care professionals who treat workplace injuries, to personnel directors, to staff physicians, or to the spouses of the employees. The promotional materials you develop or use will depend on what role the person plays in the decisionmaking process of your target audience and what materials will help you gain their attention.

- ❖ Would youths find an "eyeball" keychain an appealing reminder to get an eye exam before they start driver's education classes?
- ❖ Will the messages or materials reach your target audience better in newspapers or newsletters, pharmacies, utility bills?
- ❖ Will a fun, eye-catching activity like a baseball toss at a local baseball game be a good opportunity to hand out materials about wearing protective eyewear?
- ❖ Would a keychain with a tiny pair of goggles given away at auto parts stores serve as a reminder to use protective eyewear in risky situations at home and at work?

As with message development, the people you work with on your committee and other local organizations may have materials and products that you can use or adapt for your particular target audience and project. Having an idea of some materials that you think will convey your message in an appealing way can also help you identify partners and resources to develop, adapt, or provide those materials.



The National Eye Institute offers free materials that you may use in your activities, including posters, brochures, educational tools, and more. For a list of materials, visit

[www.healthyvision2010.org/](http://www.healthyvision2010.org/). You can also find the names of organizations that have an interest in your Healthy Vision 2010 objective on the Website. Many offer low-cost materials to promote eye health. Lighthouse International, for example, offers glasses that simulate how a person's vision can be affected by different eye diseases.

## Assess Your Resources

The Approach People About Working With You section that begins on page 40 will help you prepare to discuss your findings with your partners so that you can agree on a plan that leverages everyone's strengths and resources. Assess your own individual and organizational resources for carrying out your potential project. Be realistic. Include staff, time required, funds, facilities, expertise, and contacts. Make a list of your needs so that you can be specific about how collaborating organizations and people can help, as well as benefit. Review the contact forms that you used in the Identify Eye Health Needs in Your Community section to identify potential partners and resources. In the case of a project targeting Hispanic/Latino people with diabetes, for example, you may need help in reaching that population and in developing bilingual messages. If you adapt English-language materials to Spanish, consult with people from your target audience to be sure that the meaning, as well as the words, conveys your message.

You have both the vision and the facts to implement a program that will address an eye health need in your community. You know the target audience and the resources required to reach that audience and fill that need. You know what your organization can contribute. Now you need to decide where to obtain additional resources that will help mobilize people and organizations to work with you. The Approach People About Working With You section beginning on page 40 offers tips for approaching and working with the organizations that will be your partners.

Decide exactly what you need, who can fulfill that need, and what level of involvement you think they are willing to provide. Review the Plan Your Approach section from the view of the person you are contacting. Where do they see themselves in your plan? Your partners may be willing to provide space or financial support, but not outreach activities. They should have a clear understanding of the objectives of your program and how they fit into the overall plan. People whom you plan to ask to serve on your planning committee should be able to fill a specific need you have identified, and be prepared to spend the time necessary to accomplish your goals. Solicit help from contacts to locate additional resources. Include nonprofit groups, businesses, volunteer organizations, and civic groups. The form on the next page will help you identify avenues to provide the resources you need.

## Other Resources

Consider additional tasks, space, and activities you may need to implement your plan, such as—

- ❖ Committee communications
- ❖ Budget management
- ❖ Media management
- ❖ Speakers
- ❖ Equipment
- ❖ Expert consultants
- ❖ Meeting or event space
- ❖ Government support
- ❖ Graphics—posters, invitations, and promotional products
- ❖ Volunteers
- ❖ Outreach
- ❖ Giveaways
- ❖ Printing
- ❖ Eye care services
- ❖ Protective eyewear for demonstrations

Use the following form to record information about the needs of and resources for your program. If you don't want to write in this booklet, or if you need more space, feel free to photocopy the form.

**Need money?** What funding sources are available that are sponsored by local businesses, schools, organizations, and agencies that are concerned with your objective or target audience?

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**Need meeting/event space?** What locations are central to where your target audience lives, works, gathers, worships, or plays that could be used as the program location?

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**Need visibility?** What local personalities or community leaders would make good spokespeople for your program?

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**Need public awareness?** What are the local media outlets (TV, radio, print) that are available to support your vision program?

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## Develop a Budget

Your budget should include the costs for all of the components of your plan, from program development through service delivery. The budget should follow the same format as your plan, or the format of the source from which you will receive your funding, whether that is your own company or a different funding source.

Don't try to show how inexpensive the program will be to implement, and end up running short. Anticipate shortfalls and come out ahead. People will be more likely to work with you again, and you will give your program the best chance for success.

A budget can be the first indication that you need more planning, more money, or more audience research. You may find that you need to scale back your plan to work within your budget, and build up to something else. For example, you could try out your plan at one location to decide whether you correctly estimated the number of people who will respond.

Explain any items that need further detail in a narrative description of how, where, and why you have included expenses. For example, your company may allow employees paid time off for volunteer work 2 hours per month. This cost and the cost of space donated, including utilities, may be a tax deduction for your company as a charitable contribution.

- ❖ Include direct expenses, indirect expenses, and like-kind contributions.
- ❖ Tell the same story as your program's plan
- ❖ Include detailed descriptions or reasons for use, if reasons are needed
- ❖ Project costs to be needed during the program's duration
- ❖ Anticipate various or unforeseen expenses
- ❖ Include all items required by the funding source
- ❖ Include all items paid for by other sources
- ❖ Include volunteer and in-kind services to be provided
- ❖ Detail additional benefits separate from salaries, if these costs are required
- ❖ Include all fees for consultants or contractors
- ❖ Lay out details of all non-personnel costs
- ❖ Include indirect costs when appropriate

Budget for Sample Glaucoma Plan	Actual cost	Resource	Net cost
<b>Materials:</b>			
25 National Eye Health Education Program (NEHEP) posters	Free	NEI	Free
NEHEP brochures reprint from Glaucoma Handbook	\$17.00	ABC Printers	Free
Resource list—where to get a comprehensive dilated eye exam in our community—600	\$17.00	ABC Printer	Free
Radio live-announcer copy Reprint from Glaucoma Handbook—10	Free	NEI	Free
<b>Resources:</b>			
Three months' billboard space	3x\$150=\$450	Acme Billboards—One month free	\$300
Billboard design	\$1,000	The Ad Agency/Non-profit discount 30%	\$700
Speakers	\$50x4=\$200	Health care organization	\$200
Service providers (comprehensive dilated eye exams)	Cost 250x\$75=\$18,750	Discount from providers	250x\$35=\$8,750
Meeting/outreach space, including phone, utilities, and staff	Salaries: \$2,600 Space: \$1,400	Our organization Free space	Free
Outreach support (transportation)	Free	Faith-based community/volunteers	Free
Media outreach/message testing	20 hours@ \$25/hour=\$500	The discount rate of the firm of \$25 per hour	\$500
<b>Recognition:</b>			
Awards	\$100	Our Organization	\$100
Breakfast	\$3,500	Our Organization	\$3,500
<b>Total Net Cost:</b>			<b>\$14,050</b>

## Develop a Timeline

Every program, event, or activity should have a detailed implementation plan with milestones. Some events, especially those involving many organizations, may require as much as a year of planning and background work. For other activities, the upfront work can be done in as little as 3 months (see the sample implementation plan below). Be reasonable and consider contingencies in putting together a realistic plan with deadlines that can and will be met.

You will need a timeline that identifies benchmarks for completing each of the activities in your plan, leading up to the date of your event or the date for making a public announcement about your initiative (launch or kickoff date). Set a reasonable target date that allows time to make adjustments. Consider what other activities are happening at around the same time that will either compete with or support your event. Working backward from the date you have selected to the present, develop a timeline based on the example given later in this section. Plan followup activities, such as measuring media coverage or participation by working ahead from the date of your event.

### Three Months Before Your Event:

- ❖ Select the date, time, and duration of the event
- ❖ Register your event at [www.healthyvision2010.org/](http://www.healthyvision2010.org/)
- ❖ Contact local media organizations to secure promotional opportunities
- ❖ Obtain licenses and permits
- ❖ Send a promotional mailing to potential participants (organizations and individuals)
- ❖ Send announcements to community calendars
- ❖ Secure speakers, talent, and staff, as necessary
- ❖ Secure the location
- ❖ Reserve equipment.

### Two Months Before Your Event:

- ❖ Tailor related materials in the Healthy Vision 2010 Community Action Guide and Handbooks to the needs of your event and audience
- ❖ Create an event flyer or poster
- ❖ Pretest materials with your target audience and their caregivers

- ❖ Follow up with vendors, speakers, media contacts, and coordinators to ensure you are on schedule
- ❖ Review your budget and resources
- ❖ Send print public service announcements (PSAs) to the media, along with samples of any other materials you will use to promote your event.

### **One Month Before Your Event:**

- ❖ Confirm speakers, talent, facilities, and equipment.
- ❖ Print and distribute promotional materials.
- ❖ Send the updated event outline to the media.
- ❖ Call news media representatives to determine whether they want private interviews. Arrange space and time.
- ❖ Review logistics, including transportation for speakers, food and beverages for volunteers, and delivery of materials to be distributed
- ❖ Prepare a checklist of essential tasks that need to be monitored the day of your event: talent/speakers, waiting and interview areas, adequate supplies, equipment checks, and media management (see the Media Guide beginning on page 65).

### **Day of the Event:**

- ❖ Keep communication lines available for emergencies
- ❖ Follow your plan
- ❖ Review your checklist of essential tasks
- ❖ Monitor event workers and coordinate tasks
- ❖ Have fun promoting healthy vision!

### **After the Event:**

- ❖ Send thank-you notes
- ❖ Follow up with the media
- ❖ Track your progress
- ❖ Review what worked and didn't work; list lessons learned
- ❖ Get feedback from partner organizations.



## Implement Your Plan

Communities experiencing the most success in addressing health issues have involved representatives of many sectors of their community: public health, health care, businesses, local governments, schools, civic organizations, volunteer health organizations, faith organizations, park and recreation departments, and other interested groups and private citizens. Collaboration has become almost synonymous with success. Healthy Vision 2010 projects offer numerous opportunities for partnering and leveraging resources. Look at the contact forms you filled out when you were gathering information about the eye health needs in your community. Identify which ones can fill the resources needed to implement your plan.

See the section Choose Community Activities or the Healthy Vision 2010 Handbooks to see specific ways in which some organizations may help. Here are some general suggestions:

- ❖ Faith-based institutions, neighborhood associations, and recreational centers may provide space for meetings, displays, or events into which you can incorporate your vision messages. Other collaborators may help with equipment, staff, services, and financial support.
- ❖ Community service agencies may be implementing programs in your community that are relevant to your project.
- ❖ Local organizations may share an interest in your Healthy Vision 2010 objective. (Check the vision organizations listed at [www.healthyvision2010.org/](http://www.healthyvision2010.org/).)
- ❖ National organizations, state and territorial health departments, and key national associations of state health officials who are working on other focus areas of Healthy People 2010 may add a vision component to their programs. Links to these organizations are available on the Healthy Vision 2010 Website at [www.healthyvision2010.org/](http://www.healthyvision2010.org/).
- ❖ Local agencies and organizations that serve the target audience may be interested in adding a vision component.
- ❖ Local nonprofit health organizations, social service agencies, civic and volunteer groups, fraternities and sororities at nearby colleges and universities, associations, and businesses might like to participate. They can donate funds, volunteers, or provide services.

## Approach People About Working With You

Each potential person or organization that you want to involve in your program may require a somewhat different approach. For example, you may want to involve someone you know from your church who is also on the board of a scouting group from which you are recruiting volunteers. This approach will be less formal. In another case, you want the president of a locally based, national toy manufacturer to let you use one of their products in your program. You will need additional time to contact him or her to ask for help, and your approach will be more formal.



Before your first meeting with a potential partner, review the Healthy Vision 2010 Speaker's Guide. The Speaker's Guide is available to print out at [www.healthyvision.org/](http://www.healthyvision.org/), or it can be ordered by calling the National Eye Institute at 1-800-869-2020. When meeting your contacts, identify one or more compelling facts or comments that will resonate with their workforce, concern, or objective such as—

- ❖ **Approaching a sports equipment shop manager**—"Did you know that more than 90 percent of eye injuries could be prevented with the use of properly fitting protective eyewear?"
- ❖ **Approaching a service organization representative**—"When I realized (give statistic) older adults in our community are visually challenged, I felt I had to do something to make life easier for them."
- ❖ **Approaching a school nurse**—"I was shocked to learn how many children in this area did not have a vision screening before they entered elementary school."

Share some highlights of your research on what the community needs.

During your conversation—

- ❖ Ask whether the organization has participated in similar programs in the past. If possible, find out any positive or negative feedback so that you can better position your request.
- ❖ Talk about some of your specific needs and how the organization might contribute.
- ❖ Ask about the interests/mission of the organization and ask how you can support their efforts.

- ❖ Ask what businesses, worship and activity centers, parents, and caregivers might want to become involved in planning vision-related programs in your community.
- ❖ Ask where members of the target audience work, worship, socialize, obtain health care, and access information.
- ❖ Ask whether your potential partner is aware of other organizations/agencies/programs already providing eye health care to the target audience. Is his or her organization involved in outreach and education?
- ❖ If you think the organization makes a good match, ask the person or representative of the organization to become a part of your planning committee or to otherwise support your program (through funding or by acting as an intermediary to your target population).
- ❖ If prospective partners commit right away, ask about a good day of the week and time when they might be available for the first committee meeting. Tell them you will call or e-mail them about the date and location.
- ❖ If they need more time to think about it, let them know how important their contribution can be to the success of the program. Make sure they know their group will be credited in all event or program materials, and indicate that you will follow up.

## Set up a planning committee

Many community activities begin with a steering committee or planning committee. Members help strategize, provide resources, and participate in the promotion, development, and implementation of the program. They lend knowledge, skills, and experience, and they provide credibility and connection to the target audience.

Use your contact list to decide how each person fits into your program. When you call, remind your contacts of your earlier conversation about the vision needs in your community and your ideas about a project or program for improving eye health. Tell them what you have learned in the meanwhile and how you think they can help with your program. Review the section titled Approach People About Working With You. Then invite them to serve on your planning committee.

If the committee invitation is declined, ask about other ways the organization might be willing to help. For example, could they contribute money, post or distribute information, make in-kind contributions such as photocopying services or meeting space, or provide some type of giveaway?

Before your first meeting, review your list of contacts who have committed to becoming planning committee members, and ask yourself whether you have invited everyone who should be included. For example—

- ❖ Are target audience members represented, along with the organizations that serve them?
- ❖ Are eye care professionals represented?
- ❖ Are parents, caregivers, and others who influence the behavior of the target audience represented?
- ❖ Are key sectors of the economy included—small and large businesses, volunteer organizations, faith-based communities?
- ❖ Is your local health department represented?
- ❖ Is the membership culturally, geographically, and socioeconomically diverse?
- ❖ Are there people who may have competing agendas?
- ❖ Are your resource needs represented?

Select a time and location that accommodates as many of your committee members as possible and let them know well in advance. Be sure to tell them how long the meeting will last and the basic agenda items. After people agree to be on your committee, you probably can handle routine communications by e-mail, such as sending a reminder about the meeting.

Create an organized, meaningful agenda. Begin with introductions. Indicate what you want to accomplish during this first meeting. Present a summary of your findings and collect comments about your tentative recommendations. Allow time for brainstorming. Be certain about how you think you and your committee might be able to make a positive change in your community, but be open to new ideas. By participating in decisions, committee members will feel they have more of a share in the outcome.

More than one meeting may be required to get agreement among committee members on program elements and the timeline, and to define the roles of committee members and potential partners. More information may be needed. People may need to check with their organizations to get approval to participate. Be patient. Committees are more effective when every member is consulted, encouraged to participate, and most important, given an assignment.

The committee should meet regularly to report progress and stay on track. Subcommittees or task forces might be necessary to address specific program elements such as media outreach.

## **Develop materials**

You outlined materials needed for your program in your plan. Now that you have clearly defined goals, partners, a plan, a key message, and resources, you can begin to develop those materials for your target audience, partnership organizations, the news media, and special groups such as elected officials. You may not need to develop materials from scratch. You may be able to use materials already developed by the NEI or another organization, or you may be able to adapt them for your particular target audience and project.

Here are some things to keep in mind as you develop materials:

- ❖ Develop or adapt themes to work for your target audience in your community
- ❖ Decide what materials will best convey your message
- ❖ Pretest your materials with your target audience
- ❖ Revise as appropriate before printing large quantities of your materials
- ❖ Develop a method for tracking the number of products used
- ❖ Develop a method for tracking how many people took the desired action
- ❖ Decide on other measures of success such as media coverage.

## **Leverage community resources**

One of the key steps in developing an effective eye health program is mobilizing people and organizations. By leveraging the resources in your community, you can build a stronger Healthy Vision 2010 program. You can enhance your efforts in reaching your target audience, and thereby improve your chances of success.

Suggestions for involving various sectors of your community are listed below. Some suggestions may not be relevant to the project you are planning. However, they may prompt you to think of other activities that might work well in your community.

## Get businesses involved

- ❖ Suggest that businesses print materials to support your program. Businesses can create, print, and distribute messages to their employees.
- ❖ Provide program-related inserts for companies to include in utility bills, bank statements, and shopping circulars.
- ❖ Develop an eye health placemat/tray liner for restaurants. Messages also can be printed on receipts, takeout food containers, and napkins. These suggestions are more likely to be successful with local restaurants and corporate and school cafeterias than with large food chains that obtain their supplies from a national supplier.
- ❖ Develop Website messages and links that promote your program and ask local organizations and businesses to post them on their Websites and link to your Website.
- ❖ Encourage businesses to record the radio PSAs in the Healthy Vision 2010 Handbooks and play them as on-hold messages on their telephone systems.
- ❖ Provide the newsletter article and PSAs in the Healthy Vision 2010 Handbooks to local newspapers, magazines, and businesses for use in their publications.
- ❖ Participate in an existing health fair sponsored by a shopping center. If a fair doesn't exist, suggest the center host one as a public service. Or start small and ask the center to allow you to set up an informational display.
- ❖ Provide eye health information to supermarkets to hand out to customers taking nutrition tours. Such tours are offered for customers with health concerns such as high blood pressure and diabetes, and for people who shop with food stamps to help them make healthy food choices.
- ❖ Arrange with a business that produces or sells novelties to print leave-behind reminders for program participants, or giveaways for other events.

## Get employers involved

- ❖ Encourage businesses to establish a healthy vision information center in employee cafeterias or in health and human resources offices. They can distribute the messages and materials copied from the Healthy Vision 2010 Handbooks and the Healthy Vision Month (May) materials through these information centers.

- ❖ Arrange a cooperative vision screening program between a business and an eye care professional. The eye care professional can conduct an onsite exam, and the business can offer incentives for employees to have followup eye exams or receive eye health services.
- ❖ Ask human resources managers to distribute the appropriate brochure or brochures from the Healthy Vision 2010 Handbook series at employee health seminars and meetings, new employee orientations, and preretirement planning sessions.
- ❖ Work with insurance coordinators to include an eye health component for employee health education or benefits programs. Suggest printing an article from a Healthy Vision 2010 Handbook in the company's newsletter.
- ❖ Offer to arrange protective eyewear seminars for employees. An eye care professional or a local sales representative from the protective eyewear company can demonstrate proper use and fit of different types of eyewear. Distribute Healthy Vision 2010 materials about eye safety practices and the early detection of vision problems.
- ❖ Encourage service organizations or unions to include Healthy Vision 2010 messages in their newsletters.
- ❖ Provide artwork from the Healthy Vision 2010 Handbooks for employers to insert in paycheck envelopes and other communications materials.
- ❖ Suggest that employers link to [www.healthyvision2010.org/](http://www.healthyvision2010.org/) and distribute Healthy Vision 2010 messages to employees through company e-mail and Intranet sites.
- ❖ Provide Healthy Vision 2010 or Healthy Vision Month messages for businesses to post on their Intranets at appropriate times. Possible messages include back-to-school vision screening reminders for parents and eye exam reminders for people at risk for glaucoma.
- ❖ For employees with unused funds in their medical flexible spending account near the end of the year, suggest they use unspent funds for vision screenings for their children or for a comprehensive dilated eye exam.

### **Get health centers involved**

- ❖ Contribute artwork for messages to health care centers for them to include in newsletters and other communications for patients and their families. Look at designs and text in the Healthy Vision 2010 Handbooks and other print materials on the Healthy Vision 2010 Website at [www.healthyvision2010.org/](http://www.healthyvision2010.org/).



- ❖ Encourage local health education programs to incorporate eye health messages in their existing programs, particularly programs for people with health problems, such as diabetes, that put them at higher risk for vision problems.
- ❖ Suggest that health centers offer limited-time coupons that are redeemable at participating eye care professionals for reduced-fee comprehensive dilated eye exams.
- ❖ Give health centers copies of the Healthy Vision 2010 Handbooks that focus on your objectives. Encourage them to copy the brochures and make them available at health fairs and other health promotion events. Suggest they print the article and the PSAs in their newsletter.
- ❖ Develop in-service training seminars for medical, health, and social service agencies. Ask hospitals to include information about eye diseases in continuing medical education programs.
- ❖ Suggest that social workers talk with new parents about observing their child's vision to identify potential problems early.
- ❖ Ask health care centers, clinics, and hospitals to record and use the radio PSAs in the Healthy Vision 2010 Handbook for their telephone on-hold messages.
- ❖ Suggest that health care centers, clinics, and hospitals record and play eye health messages on the televisions in patients' rooms and waiting areas. Eye health messages that can be recorded appear in each of the Healthy Vision 2010 Handbooks. PSAs are available from the National Eye Institute at 1-800-869-2020.
- ❖ Provide copies of the Healthy Vision 2010 brochures that focus on your objective to drug store and hospital pharmacies. The brochures can be put in prescription bags, especially with prescriptions for children's, diabetes, and high blood pressure medications. Also ask the pharmacist whether he or she can print messages on prescription receipts.

### **Get involved with special events**

- ❖ Schedule events that coincide with health observances such as Healthy Vision Month in May or others listed in the calendar of health observances at [www.healthfinder.gov/library/nho/nho.asp](http://www.healthfinder.gov/library/nho/nho.asp)
- ❖ Take advantage of community events such as fairs, parades, festivals, sports tournaments, and health runs/walks. Focus on events that attract people in your target audience.



- ❖ Gather a list of people who visit healthy vision or health care exhibits, booths, or fairs, and send reminder cards with healthy vision messages.

### **Get local government officials involved**

- ❖ Contact the office of your mayor or Governor. Explain the critical eye health issues in your community and ask him or her to proclaim an eye health awareness week or month during Healthy Vision Month in May, or as part of another health observance. Have members of your target audience present for the reading of the proclamation. The proclamation can be an event of its own, or it can be part of a larger program designed to last throughout the day, week, or month. Review the Media Guide to learn how to work with the news media to cover this event. A sample proclamation is provided on page 49.
- ❖ Ask local fire and police departments to copy and distribute the brochures in the Healthy Vision 2010 Handbooks that focus on your objective at their community events. Add local emergency numbers. Use other materials at these events that are available from the NEI and other organizations that support your objective. A listing is available at [www.healthyvision2010.org/](http://www.healthyvision2010.org/).
- ❖ Provide retirement and assisted-living communities with posters and brochures available from the NEI. Use the brochure in the appropriate Healthy Vision 2010 Handbook and add the contact information for local eye care professionals. The brochure can be inserted in the newsletter that the communities send to residents and prospective residents. The article can be used in a newsletter, placed on a bulletin board, or posted on a Website.
- ❖ Encourage a local library to set up an exhibit on eye health, highlight eye-related books, or distribute brochures, especially during Healthy Vision Month in May.
- ❖ Help a shopping mall, community center, library, or other public facility host an eye health poster contest (for students) or an art exhibit (for older adults) and offer donated prizes. The event could offer vision screenings and information about eye health.
- ❖ Contact public transportation companies (buses and subways) and private transportation services (taxis) and ask them to offer free passes to and from a comprehensive dilated eye exam. Taxi services could offer free off-peak transportation by appointment.

- ❖ Work with eye care professionals to develop a directory or a referral service that offers vision rehabilitation services for people with low vision.
- ❖ Recommend that worship centers in your community host vision-related support groups, or tie in vision problems with other support group issues.
- ❖ Plan a Healthy Vision night at a game of a local sports team. Tailor it to address the area of greatest need in your community. Distribute discount coupons for the event through offices of eye care professionals, schools, and other venues. Set up information tables with low vision adaptive devices. Half-time activities could include having the mayor read a proclamation, or presenting prizes for a healthy vision poster contest you organized at a school or other location.
- ❖ Work with the local cable company or the video department at a local college to develop a PSA that could be played on the scoreboard at games.

## Sample Proclamation

For more information about [organization's] screenings, please contact [spokesperson's name] from [name of your organization] at [telephone number and/or e-mail address].

Healthy Vision 2010 [Day/Week/Month]

The Healthy Vision 2010 program is part of the Nation's prevention framework, Healthy People 2010. Healthy Vision 2010 encompasses a set of 10 important objectives that outlines ways for improving our eye health.

Vision is an essential part of everyday life, affecting how we learn, communicate, work, play, and interact with the world. Yet, millions of Americans live with visual impairment, and many more remain at risk for eye disease and preventable eye injury.

Many people remain unaware of good eye health practices, and all are at risk for vision loss. As many as 80 million Americans have a potentially blinding eye disease. Many eye diseases rob people of vision, mainly because the diseases have no symptoms. However, there is hope.

Having healthy vision means getting regular comprehensive dilated eye examinations, which is often the only way to detect the early stages of eye diseases. Having healthy vision also means getting vision screenings at appropriate intervals for children, and protecting your eyes at home and work.

Having healthy vision for millions of Americans with low vision means taking advantage of special services, training, and low vision devices to make the most of remaining vision. Low vision is when someone has a visual impairment that cannot be corrected to the normal range with contact lenses, prescription eyeglasses, or surgery. Taking these steps helps to ensure that people see their best throughout their life.

The eye health of this community, the overall health, in fact, can be enhanced with early detection through comprehensive dilated eye exams and timely treatment. Prevention education can also help increase the likelihood of people getting timely eye exams and treatment.

In recognition of the importance of achieving the Healthy Vision 2010 objectives to reduce visual impairment among all Americans, I, [name], [title] of [state or city], do hereby proclaim [day/week/month] as Healthy Vision [day/week/month]. I urge everyone to make eye health a priority.

Signature [mayor, Governor]

## Measure Your Success

You can benefit from the lessons learned and improve future efforts by collecting information about your activities:

Track the number of materials distributed to your audience, the media coverage of your activities, and the number of people who attend or respond to your promotional activities. If the numbers seem low, try to find out why and make adjustments.

- ❖ Check to ensure that deadlines were met and resources used efficiently. Look for more effective methods.
- ❖ Ask intermediaries, organizations, volunteers, and other participants what worked well, what improvements can be made, and what they would be willing to do next.
- ❖ Conduct informal interviews with people who attended your activity to determine whether your message was meaningful to them and whether they will change their eye health behavior as a result.
- ❖ Publicize and promote your successes with a news release.
- ❖ Review your budget to see where you over- or underestimated costs.

## Apply Lessons Learned

Answer the following: How can the project be improved? Assessing your accomplishments can help you determine where to make adjustments. You will then be in a better position to continue the important work you have started toward making vision a health priority in your community. Look at each aspect of your plan and decide what should be changed, deleted, or enhanced.

A thorough review of lessons learned may reveal that you should—

- ❖ Modify procedures, shift resources, or look for more effective ways to distribute materials. For example, you find that the senior center is always out of materials when you go to deliver more. You could develop a system to call your outlets on a regular basis. Provide the number for outlets to call when supplies run low on the materials.
- ❖ Involve some new organizations. For example, the middle school vision screening program got many children involved, but the children who needed followup exams didn't receive them. Maybe you could have participants of a mentoring program take the children for their followup visits.

- ❖ Decide to be more ambitious or less ambitious, or just modify your timeline. For example, your 1-day event didn't draw the number of participating organizations you had hoped for. You can scale back or allow more time to negotiate with organizations.

Repeat what worked best, but don't hesitate to try new approaches. For example, your activity or event is a huge success. Instead of staying with what now seems like a sure thing, use the momentum to branch out into other activities, neighborhoods, or populations. Revisit the original information sources you used to identify your community needs and see whether any changes have been reported. For example, an economic downturn can mean more unemployed people without health insurance who have unmet eye health needs.

Tackle a problem whose solution will help you in the future. For example, if patients are not showing up for eye exams, you may need to have more frequent appointment reminders, or provide transportation.

